

EXHIBIT 3

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BayWa Group

Corporate Presentation 2013

As of September 2013

BayWa



The BayWa Group

At a Glance



Our Company



- **Leading** trading and services group
- Core segments of **Agriculture, Energy und Building Materials**
- **Corporate culture** based on cooperative roots
- Founded in Munich in **1923**
- Approximately **17,000 employees**
- Over **3,000 locations** in **17 countries**
- **Listed company** (SDAX)

The BayWa Group

Segment Breakdown

BayWa

Our Structure



The core segments Agriculture, Energy and Building Materials cover basic human needs.

The BayWa Group

Management Board

BayWa

Our Executives



Klaus Josef Lutz

Chief Executive Officer

- Appointed CEO of BayWa in 2008
- Degree in law from the Ludwig-Maximilians-Universität in Munich
- Previously served as managing director at Süddeutscher Verlag GmbH



Andreas Helber

Chief Financial Officer

- Joined BayWa in 2000 as head of finance; CFO since 2010
- Degree in business from the Universität Siegen
- Previously served as a tax advisor and accountant at KPMG Deutsche-Treuhand-Gesellschaft AG



Dr. Josef Krapf
Management Board Member

- Joined BayWa in 2002 as a member of the executive board
- PhD in agricultural engineering from the Universität Weihenstephan
- Previously served as member of the board at WLZ Raiffeisen AG, Stuttgart



Roland Schuler
Management Board Member

- Joined BayWa in 2002 as a member of the executive board
- Degree in business from the Universität Stuttgart
- Previously served as member of the board at WLZ Raiffeisen AG, Stuttgart



Reinhard Wolf
Management Board Member

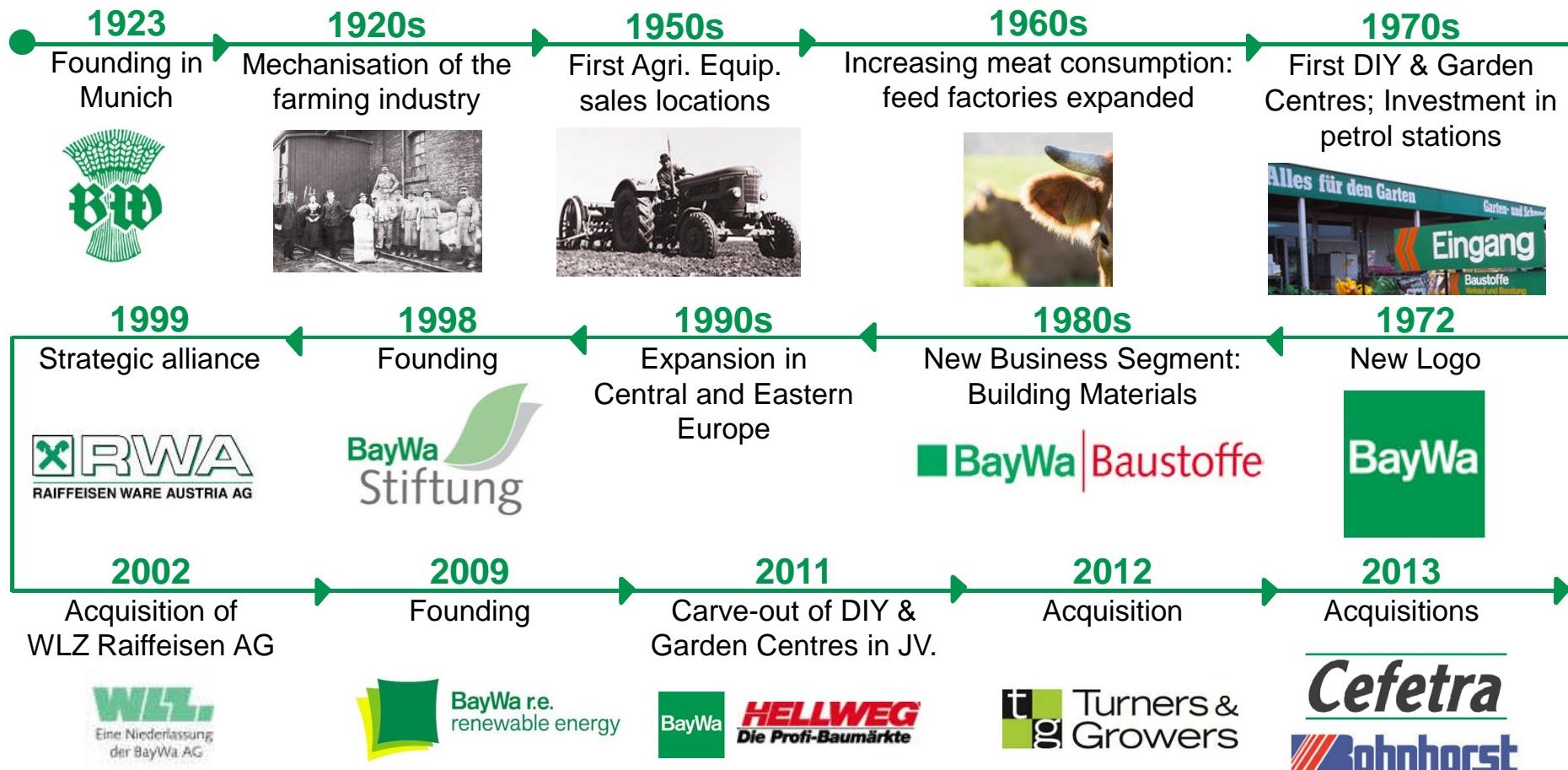
- Joined BayWa in 2013 as a member of the executive board
- Degree in agricultural economics from the Universität Wien
- Additionally serves as CEO at Raiffeisen Ware Austria AG and board member at Raiffeisen-Holding NÖ-Wien

90 Years of BayWa

Milestones



Our History

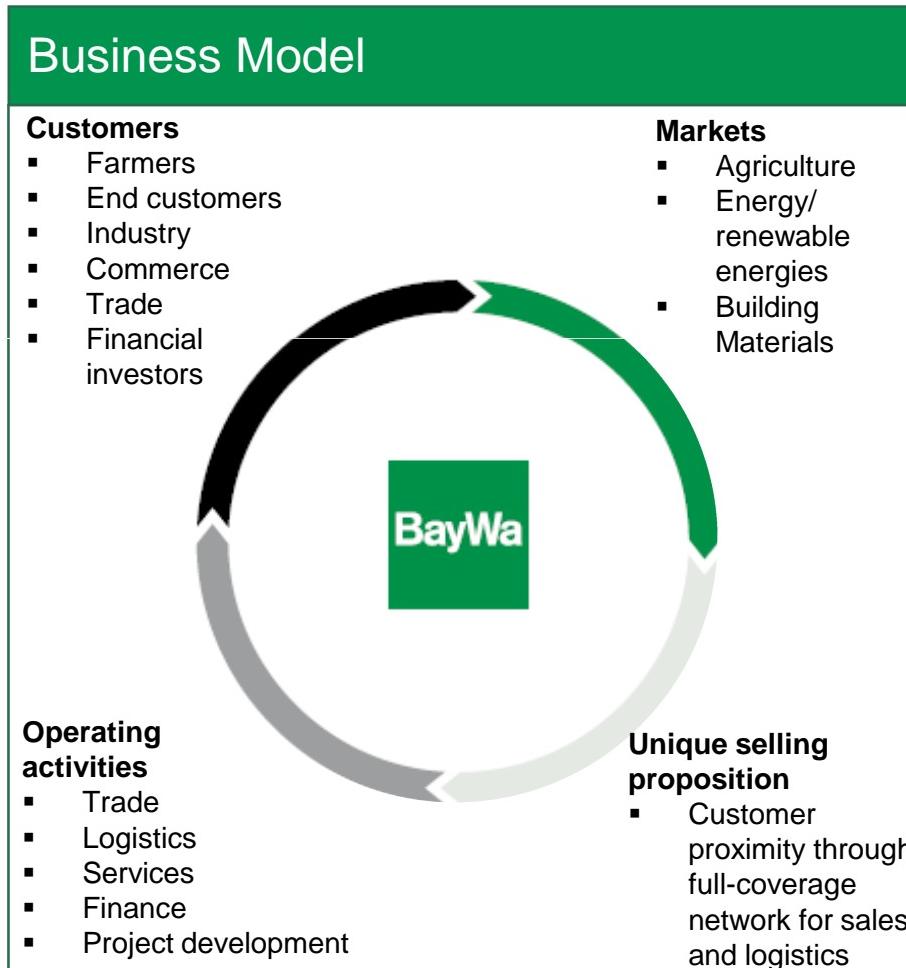




The BayWa Group

Business Model and Corporate Strategy

Our Direction

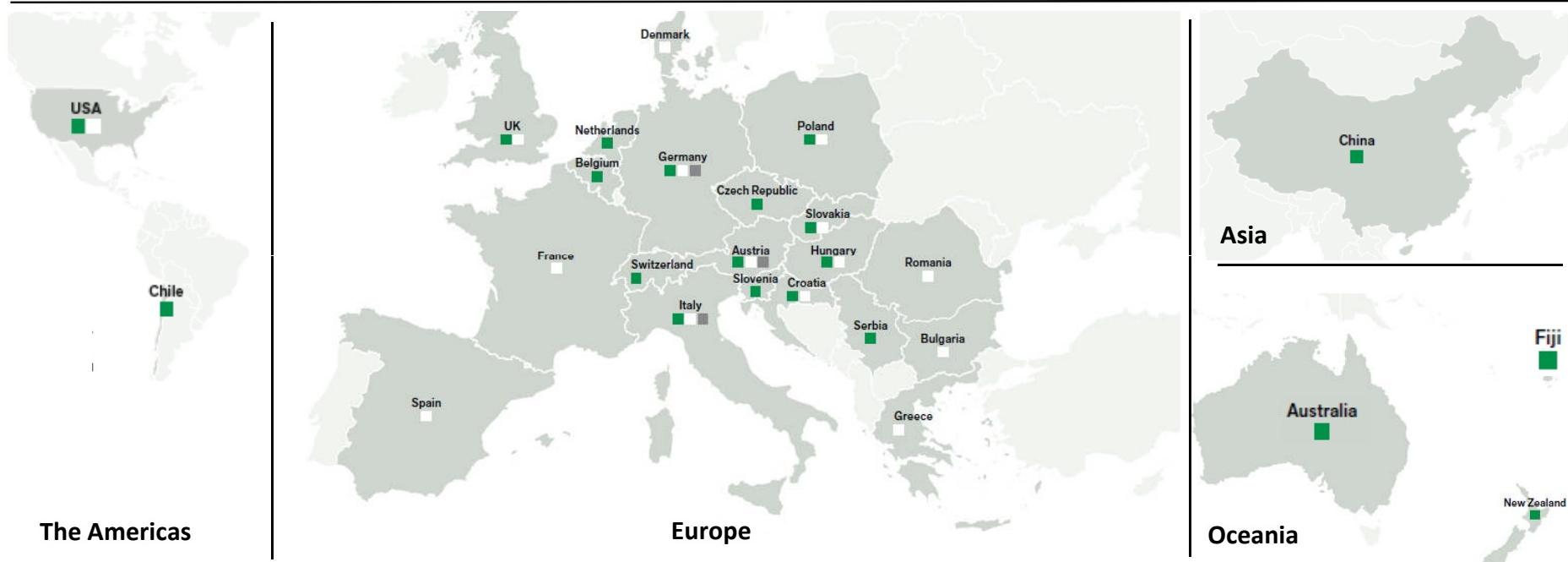


The BayWa Group

Internationally Positioned

BayWa

Our Presence



■ Agriculture Segment □ Energy Segment ■ Building Materials Segment

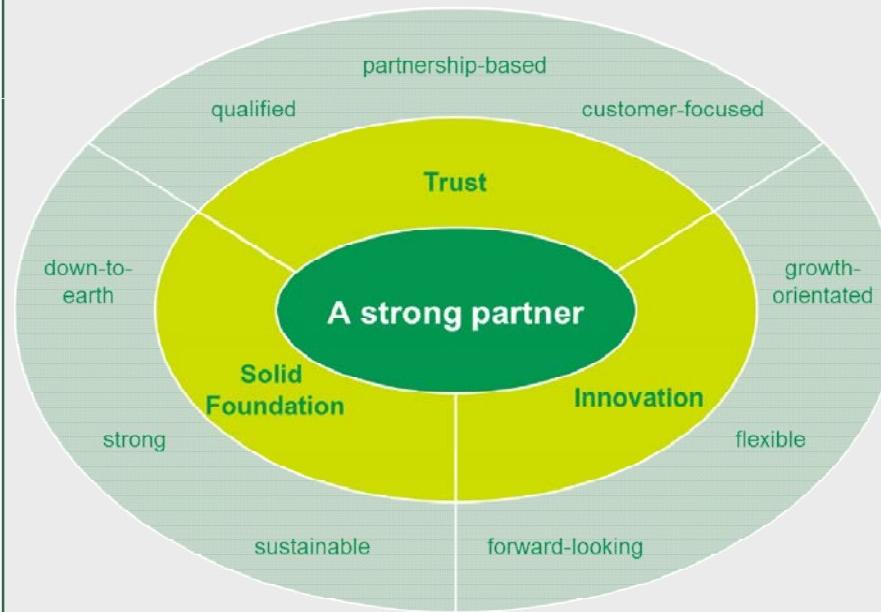
The BayWa Group

Brand Values

BayWa

Our Values

Brand Values



BayWa – the strong partner

As a strong partner, BayWa stands for:

- **Trust:** the basis for a strong partnership
- **Innovation:** the development of new products and solutions for a partnership that is fit for the future
- **Solidity:** the firm foundation for sustainable growth

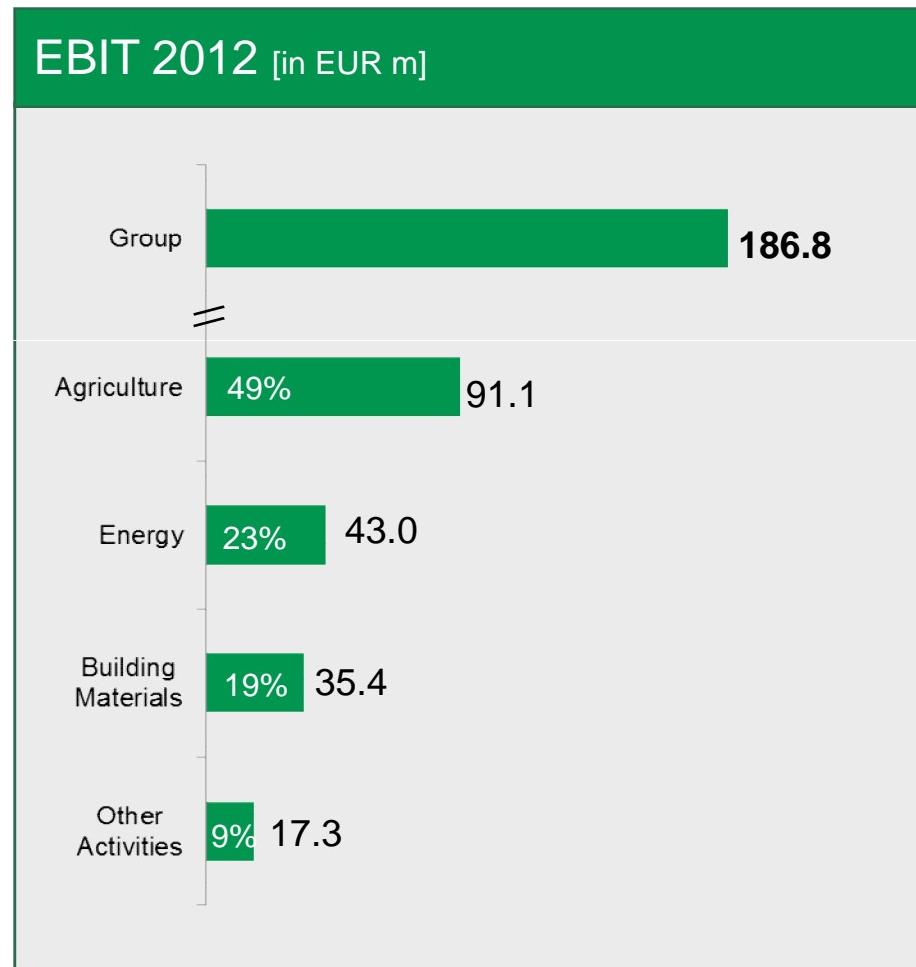
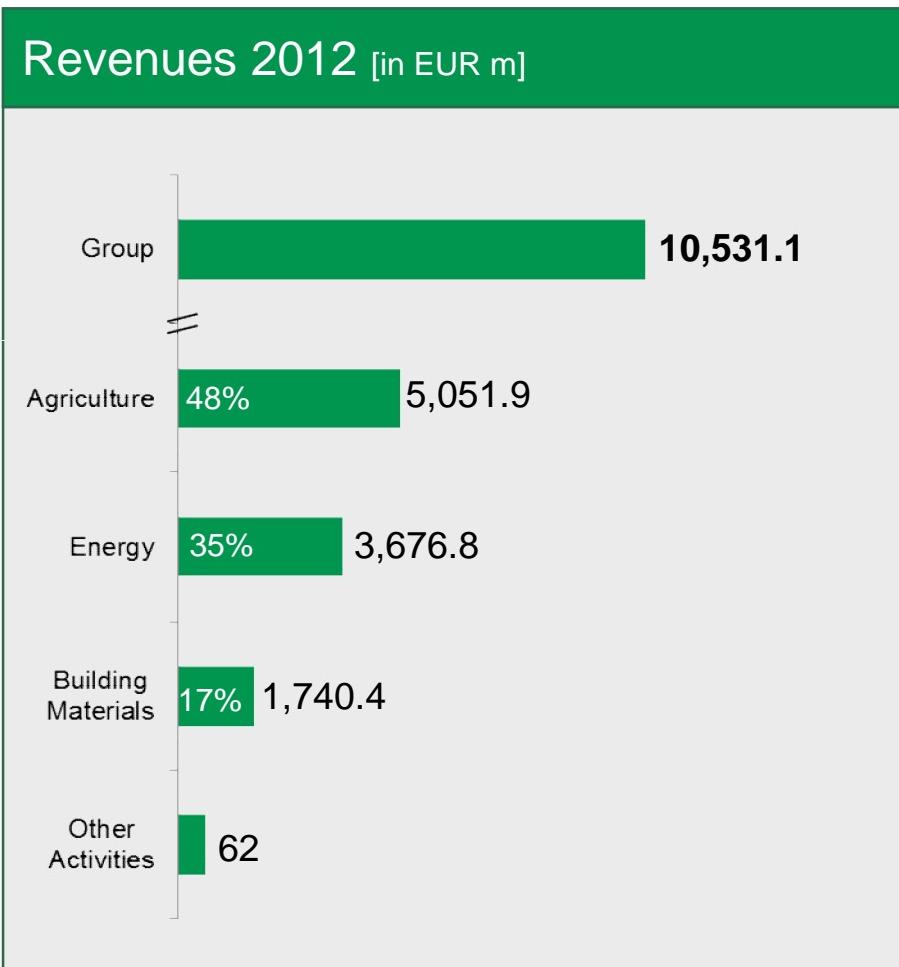
The BayWa Group

Key Financial Figures

BayWa

Our Data

CAGR since 2009: **13.5% (Revenues), 17.4% (EBIT)**



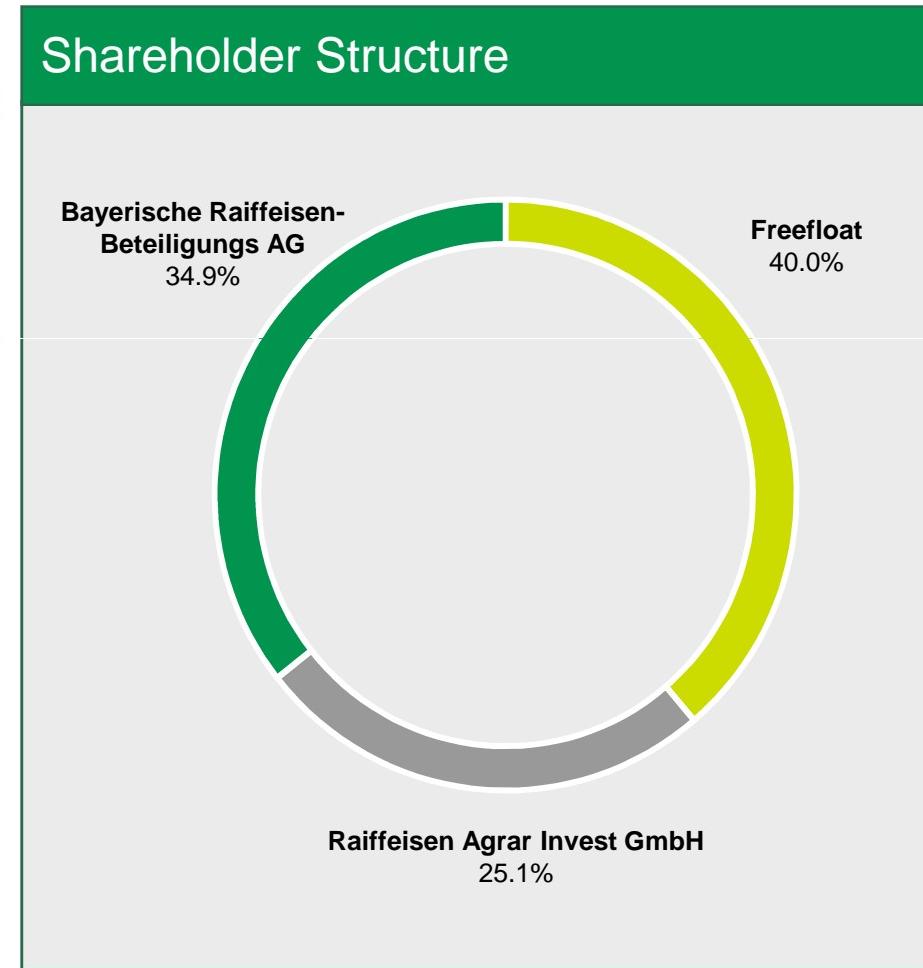
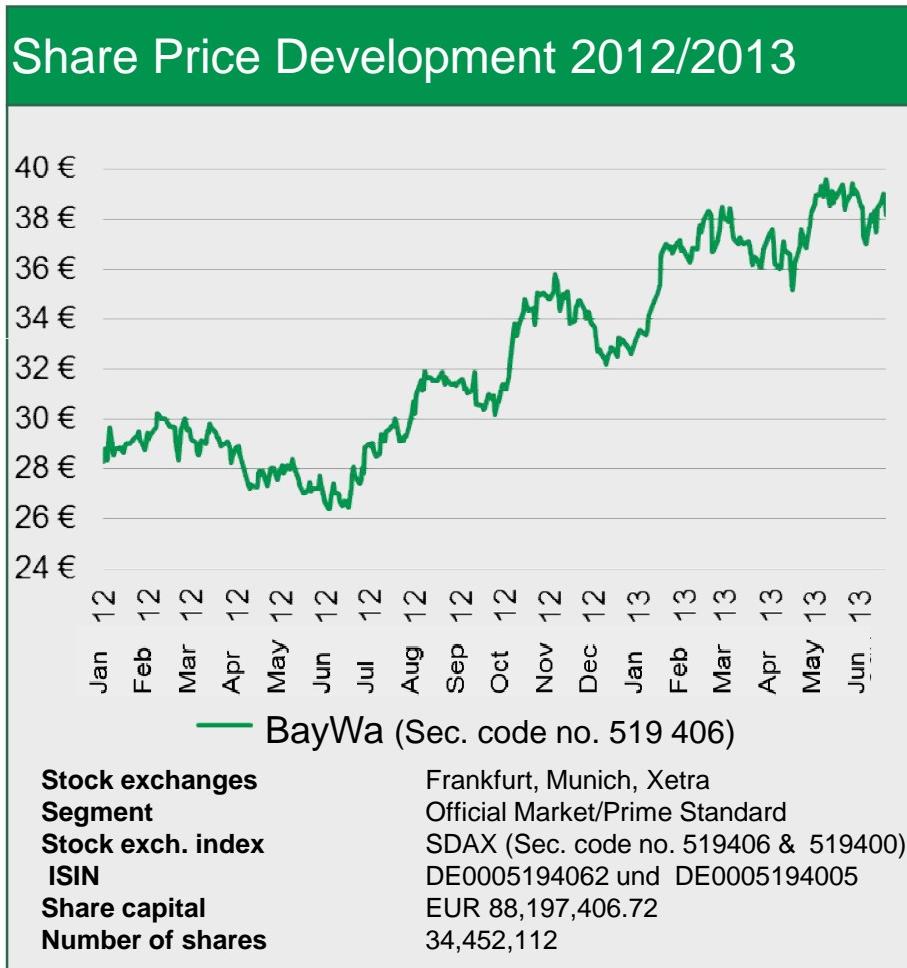
The BayWa Group

Share



Our Data

Dividend 2012: €0.65





Industry Trends & Business Segments

Global Challenge in the Agriculture Segment:

High-Quality Food for Everyone

BayWa

Our World



The Facts:

- By 2050, the world's population will grow by another 2 billion, reaching 9 billion people.
- Increasing prosperity in newly industrializing countries is leading to changes in eating habits and increasing demand for food.
- The global arable land per person will decrease from 0.3 to 0.2 hectares between 2000-2050.

BayWa's Role:

Supplying the agricultural industry:

- With new and modern cultivation methods that increase agricultural productivity
- By providing all operating materials for farming and cultivation
- By securing the supply of raw materials through the formation of an interconnected, global stream of commerce

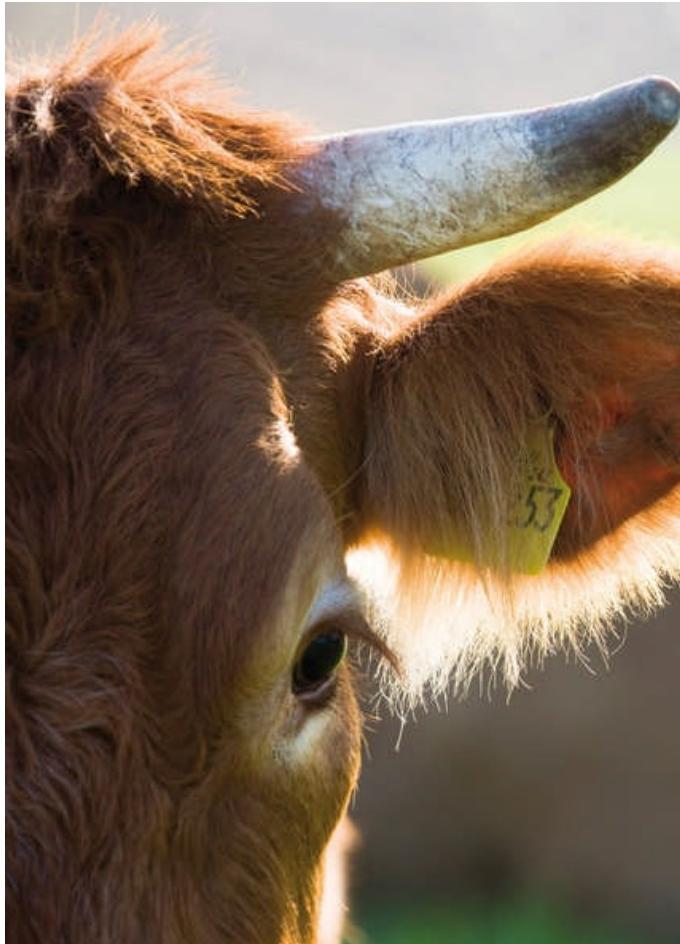
Agriculture Segment

One-Stop Expertise



Our Business in 2012

€5.0 bn Revenues, 8,730 Employees, 48% of Group Revenues



Trading and sales of agricultural products, operating resources, agricultural equipment and fruit.

- Significant position as a **full-line supplier**:
 - Largest agricultural trader in Germany
 - Worldwide among the top 10
- Nearly **complete coverage** of the agricultural value chain
- Organized into three business units: **Agricultural Trade, Agricultural Equipment and Fruit**

Agricultural Trade	Agricultural Equipment	Fruit
<ul style="list-style-type: none"> – Grain and oilseed – Seed – Fertiliser – Crop protection – Feedstuff – Cultivation and advisory services 	<ul style="list-style-type: none"> – Agri. equip. for farmers, foresters, local authorities and commerce – Agricultural buildings – Customer service/workshop services – Spare parts – Brokerage services for financing and lease agreements 	<ul style="list-style-type: none"> – Dessert pome fruit – Soft & stone fruit – Pome fruit from organic contract farming – Tropical fruit – Vegetable fruits

Agriculture Segment

Agricultural Trade

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Our Success



Agricultural Products:

- Collection, inspection, processing, drying, storage and sale of **Agricultural Products worldwide**
- Trade of approx. **30 million tonnes** of grain per year

Operating Resources:

- Significant **sales partner** to the fertiliser and seed industries
- **No. 1** trader in **crop protection** products in Germany
- **3** premium **house brands** offered: Planterra (seed), InnoFert (fertiliser) and InnoProtect (crop protection)

Agriculture Segment

Agricultural Equipment

BayWa

Our Success



- **Leading** agricultural equipment trader:
 - One of the largest in **Europe**
 - **No. 1** in Germany
- **Exclusive sales rights** for the AGCO Group brands (Fendt, Massey Ferguson, Valtra and Challenger) in Southern Germany and parts of Eastern Germany as well as Claas in Southern Germany and John Deere in Austria
- **Dense service network** with **590** mobile service vehicles and **240** workshops
- Largest national spare parts trader with access to over **10 million** articles
- Spare parts distribution via own **internet platform** (www.tecparts.com)

Agriculture Segment

Fruit

BayWa

Our Success



- One of the **leading** fruit traders **worldwide**
- **Year-round supplier** of pome fruit from all over the world
- **Global trademark rights** for the apple varieties Kanzi®, Greenstar®, Jazz® and Envy®
- Guaranteed just-in-time delivery thanks to **state-of-the-art packing and sorting technology**
- **Largest German supplier** of pome fruit from **organic contract farming**

Global Challenge in the Energy Segment:

Clean Energy to Combat Climate Change

Our World



The Facts:

- A growing world population combined with a rising standard of living in newly industrializing countries is leading to increasing demand for energy.
- This higher demand conflicts with greater ecological awareness.
- Within the past 40 years, global CO2 emissions have doubled.

BayWa's Role:

- Securing an ecological and sustainable energy supply
- Being a strong partner for renewable energy projects through the founding of BayWa r.e.
- Offering environment-friendly energy products, even in the conventional energy sector

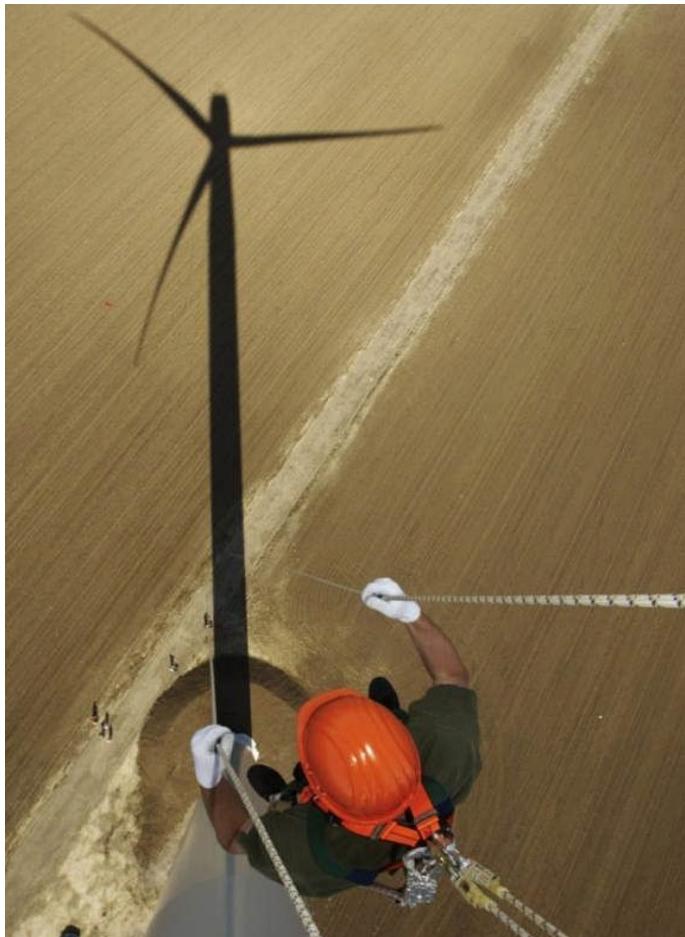


Energy Segment

Sustainable Solutions for a Brighter Future

Our Business in 2012

€3.7 bn Revenues 1,564 Employees 35% of Group Revenues



- Organised into the business units of **Conventional Energy** and **Renewable Energies**
- Conventional Energy encompasses the **sale and distribution** of fossil and renewable **fuels**
- Renewable energy activities bundled in the holding company **BayWa r.e. renewable energy**
- Position as a project developer and trader in the areas of solar, wind, biomass and geothermal energies

Conventional Energy

Logistics, Sales & Distribution, Trade, Petrol Stations

- Heating oil
- Diesel fuels
- Otto fuels
- Solid fuels
- Lubricants
- Green gas and green electricity

BayWa r.e. renewable energy

Trade, Project Development & Financing, Consulting, Service

- Solar energy
- Wind energy
- Biomass energy
- Geothermal energy

Energy Segment

Conventional Energy

BayWa

Our Success



- Strong position in the **heating oil trade**:
 - **Largest** independent trader in Southern Germany
 - One of the largest in **Austria**
- **Market leader** in environment-friendly rapeseed-based lubricants
- **Market leader** in **wood pellets** in Southern Germany
- Premium provider of **green electricity** and **green gas** as well as **contracting** solutions
- Extensive product line offered in the **e-shop** and **energy-saving shop**
- Own **petrol station network** in Germany with ca. 250 stations; supplier of **490 petrol stations** in Austria

Energy Segment

BayWa r.e. renewable energy

BayWa

Our Success



- **Full supplier** for the renewable energies business
- Presence in the most important markets in **Europe** and the **USA**
- Over **800 MW capacity** added to the grid
- Project rights for **2,000 MW** of **wind energy** secured
- Installation of **500 MWp** in **solar** modules